Guidebook
For
The Missouri Community
Assessment Program

…a Missouri Community Betterment program designed for all Missouri communities

**MoCap is a collaborative product
of
Missouri State Agencies
Department of Community Development, UMC
Missouri Municipal League
University Extension
Regional Planning Commissions
City Governments
Chambers of Commerce
Local Community Betterment Organizations
Individual Professionals and Practitioners**

**To these and many others,
Thanks.**

Missouri Community Betterment and Its Programs

Missouri Community Betterment (MCB) is a program of immediate community self-improvement provided by the state and administered by the Missouri Department of Economic Development. It is an action program designed to increase community development efforts and economic growth throughout the state by providing technical assistance to those communities requesting help and incentives to promote meaningful and successful projects. In short, the purpose of Missouri Community Betterment is to encourage communities to help themselves.

The Awards Competition, the Annual MCB Conference and the Five-Star and All Missouri Certified City programs were the principle components of the MCB program. In an effort to retain the best from the past and address the needs of the future, the Missouri Community Assessment Program (MoCAP) has become a part of the MCB program. MoCAP updates, combines and replaces the former Five-Star and All Missouri Certified City programs.

The Missouri Community Assessment Program

The Missouri Community Assessment Program (MoCAP) is the newest component of the MCB program. It is a technical assistance, recognition and promotion program. MoCap is designed to be used by three (3) types of cities: those that want to be certified as an All Missouri Certified City; those that want to be recognized as a Star City; and those that want to utilize MoCAP to develop their program, but do not wish to pursue AMCC nor Star City status.

The structure of MoCAP consists of five general categories under which are 37 sub-categories. Each sub-category deals with program progress, program standards, goal setting and planning.

What does MoCAP offer?

Many communities can derive definite benefits through participation in MoCAP. It improves the lines of communication between the local citizenry and the city council, the chamber of commerce and other concerned groups within the community. The program not only helps a community to analyze its assets and liabilities, but also encourages the implementation of a goal setting process and action program. MoCAP directly attacks citizen apathy by inspiring pride in citizen and civic groups in the community and develops the leadership capacities of those people involved.

Through MoCAP an umbrella organization is created to coordinate the efforts of existing groups and organizations. This coordination reduces the possibility of duplicated efforts within the community.

The program assists in the identification of resources, both internal and external, that can be used to accomplish the goals set forth by the community. In addition, state and federal agencies can better identify and offer assistance to communities actively participating in MoCAP.

Aside from the major benefits listed above, there is a process providing a record-keeping system that is excellent for later reference. It makes an idea exchange between communities possible so that others might find better methods to implement their goals. And, of course, a community will be recognized and promoted by the state as a "Star City" or "All Missouri Certified City", depending on the status achieved.

Requirements for Participation in MoCAP

I. Organization

Communities that wish to pursue the Star City or All Missouri Certified City status using the MoCAP program are strongly urged to have an overall community betterment organization along the lines described in this manual. A description of the organization and its mission statement must be furnished to the Missouri Department of Economic Development.

II. Resolution of Participation

An entry resolution must be adopted and passed by the city council. A copy of the resolution must be sent to the Missouri Department of Economic Development. A sample resolution is incorporated in this manual.

All Missouri Certified City (AMCC)

An All Missouri Certified City is any Missouri City certified as such by the Missouri Department of Economic Development.
Communities pursuing this status must:
1) Complete the program process and meet the program standards of each required sub-category as outlined in this MoCAP manual. Except in the general category of Economic Development (2.0), all sub-categories are required sub-categories. (For certification guidelines for the general category of Economic Development, see Program Standard E under 2.1 Comprehensive Economic Development.
2) Furnish a MoCAP report to the Missouri Department of Economic Development. The report must be narrative in form and must address by line item the program process, the program standards, goal setting and plans to achieve the goals. The report must address all required sub-categories. All reports will be kept on file and will be used to promote the community.
3) Be approved by the Missouri Department of Economic Development. Certification will remain in effect for three years.
Documentation such as maps, brochures, ordinances, minutes, contracts, news releases, etc., should NOT accompany the report, but should be kept on file in the respective offices of each program, both for further reference and in the event that the evaluators may want to review it.

AMCC Re-Certification

An All Missouri Certified City must be re-certified every three years to retain its status. To be re-certified, a community must follow the same procedure as for initial certification using the current MoCAP manual. An updated line item narrative report as described above must be forwarded to the Department of Economic Development.

When the new report is received and approved, the old report will be discarded, so it is necessary that the new report be complete even though much of the information in the new report may be much the same as in the old. The report is not only for documentation, but also for promotion of your community.

Star City

A Star City is any Missouri community designated as such by the Missouri Department of Economic Development. Communities pursuing this status must follow the same procedure as those cities pursuing the All Missouri Certified City Status. The difference, however, is that a Star City does not have to meet all the program standards in the MoCAP manual. A narrative line item report must address the program process, program standards, goal setting and plans to achieve the goals for all the sub-category programs existing in the community. If a sub-category program, e.g. animal control, does not exist in the community and the community chooses not to develop one, then reasons should be given in the report why not. This report must be furnished to the Department of Economic Development for approval. The Star City Status will be effective for three years. All reports will be kept on file and will be used to promote the community.

A Star City is recognized and promoted for the level of excellence it has achieved even though it may not have met the specific standards. Note that a Star City differs from All Missouri Certified City in that a Star City selects the programs and standards that it wants incorporated into its overall program, while the All Missouri Certified City must address required sub-categories and meet the standards of those sub-categories.

Documentation such as maps, brochures, ordinances, minutes, news releases, etc., should NOT accompany the report, but should be kept on file in the respective offices of each program, both for future reference and in the event the evaluators want to review it.

Star City Re-Designation

A Star City must be re-designated every three years to retain its status. To be re-designated, a community must follow the same procedure as for initial designation. An updated line item narrative report must be furnished to the Missouri Department of Economic Development.

When a new report is received for re-designation, the old report will be discarded. Therefore, it is necessary that the re-designation report be complete. Even though changes may not have occurred during the three-year period, a new narrative report by line item is still necessary for evaluation and promotional purposes. This report will be used to promote participating communities.

Other cities

Some communities may choose not to pursue the status of All Missouri Certified City nor Star City. Nevertheless, a community can still utilize the MoCAP program by using the community development process and program standards of the sub-categories. Using this approach, communities can assess themselves and establish their own programs. There would be no requirements to fulfill to the Missouri Department of Economic Development, but neither would there be any formal recognition, since no documentation is furnished to the department.

However, any of these communities may at any time decide and, in fact, are urged to pursue either the Star City or AMCC Status.

More on the Community Development Process

The community development process basically entails assessment, goal setting, planning and implementation of plans. In order to carry out this process, some sort of organization (depending on the purposes) is necessary. And evaluation is important if the organization's program(s) or projects are continual. Some writers actually consider organization and evaluation as part of the process.

In the MoCAP program it is important to understand that this process takes place at the overall organization level and at the sub-category level. While the process is the same for all sub-categories; the mission statement and/or purposes of the organization or program will determine to what the process is addressed. For example, the overall organization will be concerned if an existing business program is not in place in the community. If one is not in place, is one needed? If one is needed, who will be responsible for it, etc.? At the sub-category level the people in charge of the existing business program will use the process to assess the needs and resources of existing businesses, set the goals for the program, make plans and implement them to reach those goals. They will also continue to evaluate their program.

In some sub-categories where the responsibilities for the standards fall to several different providers of services, it may be necessary to form a committee or organization of some kind from among these providers to determine who is responsible for what. A typical example of this might be in the area of health where there are various providers of health services. This organization can also serve as an avenue for communication, coordination and cooperation among various providers of these services.

Overall Community Betterment Organization

Every community, regardless of size, should have an overall community betterment organization. The primary purpose of the organization is for communication, coordination and cooperation among the various agencies, organizations, clubs, government, etc. The organization should not be a "brick and mortar" type organization, but one whose functions should include a vision for the community's future; brain storming; assessment of needs, opportunities, resources; setting overall community goals; and matching projects with agencies, organizations and clubs to carry out programs and projects. It is part of the overall mission of the organization to make sure that nothing vital to the community falls through the cracks.

An overall organization means one that reaches out to all aspects of the community. Everything comes under the domain of this organization, not from an authoritative role, but from an oversight point of view. The organization is to make sure that the community is doing everything it can to make it the best possible community.

The organization should be a formal one. The mission, purpose and functions of the organization should be clearly stated in the by-laws (or Articles of Incorporation, if the members wish to be incorporated in the state of Missouri). Your community may also wish to pursue the IRS status of 501(c)(3). This status is especially beneficial if the organization intends to seek donations.

Membership should be open to anyone in the community, but to ensure that the organization has representation from certain leadership positions in the community, some

persons, e.g., mayor, superintendent of schools, chamber of commerce executives, city manager, and others, should be also ex officio members. Persons in charge of administering each of the 37 sub-category programs should be members of this overall organization. Not to be left out of this organization are the youth in the community. These provisions should be in the by-laws of the organization.

The organization should evaluate itself each year. The purposes, goals, functions, membership and representation, leadership, meetings and agendas should all be included in the evaluation.

For more information on organization, contact the Missouri Community Betterment office, P.O. Box 118, Jefferson City, MO 65102, (573) 751-5096.

STEPS THROUGH THE MOCAP PROCESS

The Missouri Community Assessment Program (MoCAP) is designed in such a way that the work detail of the program is distributed widely among the people of the community. Thus, no one person will be doing someone else's job.

The following ten steps should help facilitate the process of the program:

1. **Community decides to use MoCAP**

    The community betterment organization, the chamber of commerce or some other group or organization representative of the community must decide if they want to use MoCAP. A description of the organization must be furnished to the Department of Economic Development.

2. **City must pass a resolution endorsing a program.**

    Once the community decides to use MoCAP, the interested party must go to the city council to get a formal endorsement in the form of a resolution. A copy of this resolution should be sent to the MCB office in Jefferson City.

3. **A MoCAP chairperson and committee of five or more should be selected to facilitate the process.**

    This committee should familiarize itself with MoCAP so as to be able to explain it to others.

4. **The MoCAP committee identifies the program directors, managers and/or others who are in charge of the 37 different MoCAP sub-categories.**

5. **The MoCAP committee determines which sub-categories they will be responsible for individually.**

6. **Committee members contact the identified people in charge of the sub-category programs and instruct them on what they must do.**

    The committee persons, should understand the MoCAP process and guidelines so that they can explain MoCAP to the program directors, managers, staff and others involved. Also, the time-frame goals should be set, along with follow-up calls to see how things are progressing.

7. **Program directors, managers, staff, boards and other involved persons carry out the MoCAP process as outlined in the MoCAP manual for their specific program sub-category.**

    These people are responsible for the line item report of their sub-category. The line item report must then be returned to the MoCAP committee person.

8. **MoCAP chairperson and committee put the line item reports from each sub-category into the final MoCAP report.**

9. **Send a copy of the report to the Missouri Department of Economic Development (DED) for evaluation.**

10. DED will review the report, schedule a visitation with your community, and determine the status you have achieved and report back to you.

Note: At any time throughout this process, feel free to contact your regional Community Development Specialist for assistance, or call the central office in Jefferson City. Telephone number: 573/751-5096

(NOTE: this is where there is inserted a 'flow chart' of the Community Betterment Organization; also is inserted a Sample Entry Resolution; and next is inserted a <u>SAMPLE REPORT</u>, which is two pages of sample reporting of the 2.4 Business Retention and Expansion committee